OTR 76-6913

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : Personnel Development/Training

REFERENCE : Memo from DDA to DDCI, dated
1 November 1976, Same Subject

1. The referent memorandum was forwarded to you in
response to an action item arising out of the 1978 Program
Review. In that memorandum, I promised to explore and prepare
recommendations on additional ways to encourage the maintenance
and enhancement of the proficiency of Agency professional
employees. At this time we would like to share our early
thoughts with you and offer a recommendation for further
study.

2. We believe there are five areas which offer potential
for maintenance of the professional qualifications of Agency
professional personnel:

a. Formal Training (OTR, Component, and External).
The key here would probably be some type of control to
ensure that professionals, particularly more senior ones,
receive formal updating in the substance of their
professions on a regular basis. An extension of the
DDA Senior Executive Management Proficiency (SEMP)
program concept to the whole Agency deserves examina-
tion. I believe that periodic goals must be set for
proficiency maintenance; otherwise, there will be the
normal tendency to slough off the requirement.

b. Participation in Professional Gatherings. Of
significance is the periodic notification to professionals
of conferences and seminars of both general and specific
interest. Some information on professional meetings is
provided to the Office of Training who disseminates it
to training officers, but there is no centralization of
the notification function, nor in fact a central reposi-
tory in the Agency for collection of all information in
this area.

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c. Individual Professional Contacts. On a
limited basis, people-to-people visitations by Agency
professionals to those with similar professional
interests in both the public and private sectors
might have some merit. We would, of course, have to
be mindful of the limitations of E.O. 11905, but we
believe that the professional contact approach should
be pursued and perhaps tried on an experimental basis.

d. Inter- and Intra-Directorate Professional
Rotations. As you are aware, we have begun a senior-
level rotation program on a limited scale within the
DDA to provide selected professional employees with
challenging assignments in other DDA offices. We feel
this would create a new experimental dimension for most
professional employees--particularly those with generalist
backgrounds. Accordingly, an Agency-wide program of
professional rotations should be considered. Perhaps
there is even room for those with technical skills, say
in engineering, to rotate across Directorate lines--
Office of Communications engineers to the DDS&T and so
forth. We would like to complete the initial assessment
of our DDA program (assessment begins three months after
the rotatee has been in the job and includes an interview
with me) before presenting a formal proposal to you on
this subject.

e. Self-Help. While we feel that more publicity
might attract additional customers to the OTR Media
Center, publicity alone will not suffice, just as
increased publicity about new acquisitions in the
libraries will not motivate increased use. I feel we
must find ways to motivate professionals to seek
self-help and intend to pursue this point within the
Directorate of Administration.

3. We believe there has to be a systematic way to ensure
continuing professionalization of our employees and that the
five areas discussed above could be the elements of a systematic

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approach.   With your general concurrence, I would like
to task the Office of Training (Center for the Study
of Intelligence) to form a discussion group to more fully
define the scope of the problem and to explore specific
techniques to incorporate the above areas of proficiency
enhancement.

    4.   I welcome your comments.

/s/ Michael J. Malanick

John F. Blake

Distribution:
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DDA 76-6427

Remarks: HARRY!

PER MR. Blake —

Plunge ahead!

(see MR. Knoche note.)

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The Deputy Director

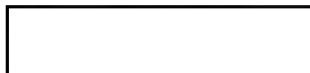Central Intelligence Agency

Executive Registry

76-3181/13

Washington, D. C. 20505

1/8/77

DDA

Jack:

Thanks for the memo. Plunge ahead.

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